

A FRAMEWORK FOR ACTION  
BUILDING THE FULLY COORDINATED  
TRANSPORTATION SYSTEM

A Self Assessment Tool for States

# A SELF ASSESSMENT TOOL FOR STATES

## Section 1: Making Things Happen by Leadership and Partnership

**Driving Factor** The governor and state officials serve as a catalyst for envisioning, organizing, and sustaining a coordinated system that provides mobility and access to transportation for all who need it.

**1** Has the governor and other state leadership made transportation coordination a priority issue?

### Decision Helpers

- The governor has directed senior cabinet level officials to form an interagency body such as a coordinating council, taskforce, or working group to address coordinating human service transportation and transit services and has established clear direction and expectations for the initiative.
- He/she has also provided resources to support coordination policy and program development.
- Agencies work together well and share responsibility for making transportation services across the state more cost-effective and more accessible for all citizens.

### Using Decision Helpers

Circle statements that apply to your situation to help determine your progress. The more positive statements that you can identify describing your system will indicate that a higher rating is appropriate.

### Progress Rating

Circle one rating that best describes your program



**2** Is there a governing and management framework that facilitates interagency efforts to coordinate transportation?

### Decision Helpers

- Human service and transportation state agencies maintain an active interagency body to take shared action to increase coordination of human services transportation.
- Cooperative agreements between the state department of transportation and partner agencies in health, labor, and education establish clear guidelines to address the various needs for transportation coordination.
- Steps taken may have included providing incentives for increased coordination, eliminating duplicative programs and services, eliminating conflicting state requirements and regulations, and promoting better use of local, state and federal resources.
- The interagency body operates as a shared decision-making body, meets regularly and evaluates its progress and performance.
- Staff or a lead agency has been assigned day-to-day responsibilities for collecting data, sharing information, and coordinating activities among the various players.

## Progress Rating

Circle one rating that best describes your program

Needs to Begin



Needs Significant Action



Needs Action



Done Well



### 3 Does the interagency body have a clear mission and a plan for moving forward? Is the process informed and guided by stakeholder input?

#### Decision Helpers

- The interagency body has a clearly articulated mission that is sufficiently long-range, comprehensive, and compelling to transcend changes in leadership, changing circumstances, conflicts over power and control of resources, and competing goals or personalities.
- Priorities for coordinating transportation services and a strategic action plan for achieving them were developed through open and informed discussions among various stakeholders from urban and rural areas. These include: local government officials, human service agencies, all types of transportation providers (public, private non-profit, for-profits and volunteers), employers, and customer representatives.
- The partner agencies regularly consult with stakeholders such as business and advocacy groups to discuss transportation service gaps and develop strategies to address them.
- The interagency body regularly consults with local-level stakeholders in different parts of the state through forums, advisory boards, summits, or similar means.

## Progress Rating

Circle one rating that best describes your program

Needs to Begin



Needs Significant Action



Needs Action



Done Well



### 4 Does the interagency body work with the various federal agencies that fund transportation?

#### Decision Helpers

- Members of the interagency body communicate regularly with various agencies, including the Federal Transit Administration, the Department of Labor, the Department of Housing and Urban Development, the Department of Education, and various agencies within the Department of Health and Human Services.
- Representatives meet in Washington and at the regional level to discuss coordination barriers and ways to surmount them, share successes, and develop joint state-federal strategies.

## Progress Rating

Circle one rating that best describes your program



## 5 Is there positive momentum?

### Decision Helpers

- Coordination has brought with it a fresh mindset open to sharing power and responsibilities and changing longstanding procedures.
- Each year, more significant support from agencies is seen and collectively the agencies are tackling increasingly difficult challenges to coordination.
- Agencies are working collaboratively to ensure that policy and funding strategies are coordinated.

## Progress Rating

Circle one rating that best describes your program



# EVALUATION

## Section 1

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Making Things Happen by Leadership and Partnership* is:



Notes: \_\_\_\_\_

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# A SELF ASSESSMENT TOOL FOR STATES

## Section 2: Taking Stock of State Needs and Moving Forward

**Driving Factor** A completed and regularly updated state transportation assessment process identifies assets, expenditures, services provided, service gaps, duplication of services, specific mobility needs of the various target populations, and opportunities for improvement. It also assesses the capacity of communities to provide coordinated transportation services.

**6** Has the interagency body identified transportation-related programs, services, and policies of each state agency and opportunities to coordinate service delivery?

### Decision Helpers

- Coordination efforts have been greatly enhanced by creating a comprehensive matrix or similar chart outlining each program in each agency that supports some aspect of transportation service.
- The chart includes the level of funding, type of support, eligibility, match requirement, dissemination process, reporting requirements, and other related information.
- Annually, the state agencies review and revise the chart to identify strategies to ensure coordination of these programs and services at the local level.

### Progress Rating

Circle one rating that best describes your program



**7** Have the specific transportation needs of people served by local human service agencies been identified in communities across the state? Is there a strategy to address issues that emerge?

### Decision Helpers

- The interagency body has worked to develop a comprehensive understanding of the local transportation markets in the state, travel patterns, and special mobility needs of the users in the markets (whether its wheelchair accessibility or money for a week's worth of gas).
- As part of their grant process, the Department of Transportation and several other agencies review local coordination plans to examine the overlay of existing services.
- Communities are also asked to describe the methods they use to develop their coordinated plans.
- The state Department of Transportation works with its partner agencies to address the service gaps and redundancies identified through this process.

### Progress Rating

Circle one rating that best describes your program



## 8 Has the assessment process been used to develop a strategic plan and a set of actions to improve transportation coordination statewide?

### Decision Helpers

- The interagency body has used the ongoing assessment process to develop a strategic plan with tangible goals and objectives, timelines, and methods for measuring performance and evaluating outcomes.
- Priorities and strategies embodied in this plan are cross-referenced and supported by the state transportation improvement plan and other relevant plans.

### Progress Rating

Circle one rating that best describes your program



## 9 Is the information gained through transportation services assessments sufficiently communicated?

### Decision Helpers

- The state regularly publishes and disseminates this information for elected and appointed officials, agency leadership, and other stakeholders.
- Presentations are made throughout the year at local, regional, and statewide meetings to help community leaders, agencies, and organizations recognize the needs and the opportunities for coordinated transportation services.

### Progress Rating

Circle one rating that best describes your program



## 10 Is data being collected on the benefits of coordination? If so, have benchmarks been established?

### Decision Helpers

- Measuring the benefits of coordination is necessary for making continuous improvements in service delivery as well as for generating support for further efforts.
- Each agency tracks the number of passenger trips provided, the type of services they receive, and the fully allocated costs associated with those services.
- There is a central database for all of this information, which is reviewed annually with all of the agencies in order to set benchmarks for future progress.
- Equally important is gathering information on the economic and quality of life benefits of connecting people to jobs, health care, education, nutrition, and social support networks.

## Progress Rating

Circle one rating that best describes your program

Needs to Begin



Needs Significant Action



Needs Action



Done Well



## EVALUATION

Section

2

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Taking Stock of State Needs and Moving Forward* is:

Needs to Begin



Needs Significant Action



Needs Action



Done Well



Notes:

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# A SELF ASSESSMENT TOOL FOR STATES

## Section 3: Putting Customers First

**Driving Factor** Customers and their advocates and local agencies are systematically engaged in the assessment, planning, resource allocation, and decision making for coordinating transportation services.

**11** Are customer and agency ideas and concerns gathered for each step of the coordination process? Is customer satisfaction data collected?

### Decision Helpers

- The state actively engages consumers and their advocates as part of the planning, design, and implementation stages of coordination.
- Consumers serve on an advisory group to the interagency body.
- Through the state Web site and a special toll-free telephone number, citizens are encouraged to discuss their transportations needs, register complaints or give compliments, and offer suggestions on improving service.

### Progress Rating

Circle one rating that best describes your program



**12** Are efforts being made to inform the transportation users about available programs and services?

### Decision Helpers

- All agencies involved with transportation services disseminate information through their respective networks and programs.
- A key resource is a shared Transportation Coordination Web site that includes publications, links to relevant information, policies, and programs.

### Progress Rating

Circle one rating that best describes your program



# 13 Are benefits of coordination being communicated to key stakeholders?

## Decision Helpers

- The interagency body regularly gathers data on the benefits of transportation coordination and maintains an active communications strategy.
- Key components of the strategy are speeches and presentations made by senior officials that highlight the economic and mobility benefits gained through transportation.
- The initiative is also supported by ongoing marketing and communications efforts that consist of media outreach, public service announcements, advertising, direct mail to target groups, or other means.

### Progress Rating

Circle one rating that best describes your program



## EVALUATION

### Section

3

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Putting Customers First* is:



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# A SELF ASSESSMENT TOOL FOR STATES

## Section 4: Adapting Funding for Greater Mobility

**Driving Factor** State agencies are working together to create funding mechanisms that support shared ownership of funding responsibilities while completing reporting and tracking requirements for various funding streams.

### 14 Is there a mechanism for coordinating funding for cost-effective service delivery?

#### Decision Helpers

- State agencies, when possible, create coordinated funding strategies at the state level to ease coordination issues at the local level.
- When that is not feasible, state agencies responsible for allocating funds for transportation services encourage grantees at the community level to coordinate their resources with others, such as human service agencies, to provide funding for both capital and operating needs.

#### Progress Rating

Circle one rating that best describes your program



### 15 Are local funding allocations based on demonstrated evidence of coordinated activities?

#### Decision Helpers

- Each state agency responsible for allocating transportation funding reviews local coordination plans as part of its grant review process.
- This information is used to allocate funding in ways that support increased coordination.

#### Progress Rating

Circle one rating that best describes your program



# 16 Are there consistent cost reporting procedures across programs and agencies? Are human service transportation expenditures isolated from other program expenditures and easily identified?

## Decision Helpers

- Working cooperatively, different agencies dealing with transportation services have agreed on common measurements and definitions for tracking and reporting the costs of transportation services.
- Individual funding mechanisms continue to be tracked, using common definitions, which eliminates the need to collect different measurements for different agencies.
- Each agency has a line item that can be tracked for any expenses related to transportation services.

## Progress Rating

Circle one rating that best describes your program



# 17 Is there a method for defining allocated transportation costs across programs and agencies?

## Decision Helpers

- The state Department of Transportation and other agencies that provide transportation resources have agreed on a fair and equitable division of funding responsibilities for transportation services at the community level.
- Each agency contributes the appropriate payment for the fully allocated transportation costs to provide services to its target populations.

## Progress Rating

Circle one rating that best describes your program



# EVALUATION

## Section 4

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Adapting Funding for Greater Mobility* is:



Notes: \_\_\_\_\_

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# A SELF ASSESSMENT TOOL FOR STATES

## Section 5: Technology Moves Coordination to the Next Level

**Driving Factor** Technology is being used to design and manage coordinated transportation systems in real time with greater efficiency and effectiveness.

**18** Has the state assessed transportation technology needs in communities across the state? Does it encourage technology development at the local level?

### Decision Helpers

- The state has surveyed communities about their technology resources and needs for improving scheduling, dispatching, reservations, billing, and reporting.
- Local transportation providers have been invited to state meetings for statewide or regional technology system planning.
- Communities participate in ongoing statewide discussions between systems using technology for coordinated transportation through list-serves, face-to-face forums, and other means.
- State-funded technical assistance and peer-to-peer programs are available to local transportation providers.
- The state is investigating ways, such as pooled acquisition, to help communities acquire transportation services technology.

### Progress Rating

Circle one rating that best describes your program



**19** Has the state developed protocols for data management across state agencies to facilitate its use by local systems?

### Decision Helpers

- Protocols are being implemented and followed by different agencies for managing information about clients, trips, costs, and other key areas that the coordination process has identified.
- These protocols maximize the sharing of relevant data while protecting confidentiality.

### Progress Rating

Circle one rating that best describes your program



# 20 Can local agencies verify transportation service eligibility for individual consumers in “real time”?

## Decision Helpers

- Providers who have been assigned a “pass code” can log onto an Internet site, enter a client identification number, and determine eligibility for specific program areas, such as Medicaid, aging, rehabilitation services, and Welfare to Work.

### Progress Rating

Circle one rating that best describes your program



# 21 Is the billing and payment system designed so that a payment card can be used and trips allocated among various funding sources? Can all state-funded transportation programs access the system?

## Decision Helpers

- An electronic benefits card allows clients of human service agencies to present a single payment for each trip regardless of which agency sponsors the trip.
- The provider then submits the client record for number and costs of trips and is reimbursed by the appropriate agency.
- While this card can be obtained through any of the state programs, each program can add a client to the system, as he or she becomes eligible.

### Progress Rating

Circle one rating that best describes your program



## EVALUATION

### Section 5

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Technology Moves Coordination to Next level* is:



Notes: \_\_\_\_\_

# A SELF ASSESSMENT TOOL FOR STATES

## Section 6: Moving People Efficiently

**Driving Factor** Multimodal and multi-provider transportation networks are seamless for the customer but operationally and organizationally sound for the multiple providers.

**22** Has the state taken actions to establish and support mobility management arrangements at the community level?

### Decision Helpers

- The state has established and designated mobility managers and brokers to work with various local agencies and transportation providers.
- The state has awarded local human service agencies and transportation grantees additional funding if they have implemented transit pass programs.
- Working through state universities and colleges and transportation networks, the state provides training and technical assistance for mobility management initiatives such as transportation brokerage or programs to teach targeted consumers groups such as older persons and those with disabilities how to access or ride various transportation modes of service.

### Progress Rating

Circle one rating that best describes your program



## EVALUATION

### Section 6

Evaluation: After reviewing each of the questions and assessing our progress, my overall evaluation of how well we are doing in the area of *Moving People Efficiently* is:



Notes: \_\_\_\_\_  
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# FRAMEWORK FOR ACTION:

## OVERALL STATE SELF-ASSESSMENT

You have completed Step 1 of the State Self-Assessment. The six sections highlighted in the questionnaire represent the core elements of building a fully coordinated transportation system.

This questionnaire was designed to help you see the big picture of your overall progress. Take a moment to review the evaluations you made at the end of each section and make a note of them on this page. By doing so, you will create an at-a-glance summary of your individual assessment that identifies areas where your system is working well and areas that can be improved.

Section	1	<b>Making Things Happen by Leadership and Partnership</b>	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 
Section	2	<b>Taking Stock of State Needs and Moving Forward</b>	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 
Section	3	<b>Putting Customers First</b>	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 
Section	4	<b>Adapting Funding for Greater Mobility</b>	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 
Section	5	<b>Technology Moves Coordination to the Next Level</b>	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 
Section	6	<b>Moving People Efficiently</b>	Needs to Begin 	Needs Significant Action 	Needs Action 	Done Well 

Notes: \_\_\_\_\_

## Next Steps

The next step of the assessment process is to share and discuss your evaluations with your partners. A group leader who can guide the next steps of the assessment and action planning process will facilitate the meeting. The goal of the meeting will be to clarify the results of the assessments as a group, establish priorities, and develop an action plan. The next steps will involve implementing the actions and moving you further down the road to a fully coordinated transportation system.

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A step-by-step Facilitator's Guide to Building the Fully Coordinated Transportation System and other resources are available on the Federal Coordination Council on Access and Mobility Web site:

<http://www.fta.dot.gov/CCAM/www/index.html> or [www.ccam.gov](http://www.ccam.gov).



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